

Regards,

Steve

[Reply](#) | [Reply to all](#) | [Forward](#) | [Print](#) | [Delete](#) | [Show original](#)

 Linda Sue Campbell <lsbc@gwu.edu>

Wed, Aug 10, 2011 at 7:36 PM

Reply-To: lsbc@gwu.edu

To: castle@gwu.edu

Bcc: lsbc <lsbc@gwu.edu>

[Reply](#) | [Reply to all](#) | [Forward](#) | [Print](#) | [Delete](#) | [Show original](#)

Michael:

Let me provide a response that you can share with the Provost and the President's Office.

The established procedure for administrative responses to Senate Resolutions for a given Senate session is as follows:

A tabulation of all resolutions adopted during the session is sent up annually to the Provost and the President from the Executive Committee Chair sometime during the summer following the session.

As you know, some resolutions must be forwarded immediately to the administration during the year so that timely action can be taken by the administration and the Board of Trustees. When this occurs, the administration notifies the Senate Office of the outcome by forwarding a copy of the decision memo that is a part of the Board record. In the event the administration decides not to forward the resolution for action, that decision is also transmitted in writing to the Senate office. The tabulation that is sent up annually notes responses already received, as you saw on the tabulation sent up recently.

It is my understanding that the President and the EVPAA discuss the resolutions that have not yet received a formal response, and the President or EVPAA staff has filled in the response column of the tabulation chart and returned that to the Senate Office. These offices also check the tabulation submitted in order to ensure that the response on resolutions already received and acted upon has been correctly noted.

The tabulation of resolutions and the administrative response, along with the text of resolutions adopted in the session under consideration, is published with the agenda for the September Senate meeting (see, for example, the agenda for September 2010). The administration's response to resolutions is included in the Executive Committee annual report, which is provided along with the agenda for the September meeting.

I believe you have a copy of the resolution tabulation which accompanied your memo transmitting the resolution for administrative response. You will see

that there are entries in the Response of the Administration column (far right) about two of the resolutions, and none concerning Resolutions 10/2 and 10/3.

This is the final formal step at the end of the year to ensure an accurate record.

If this is simply an issue of who fills out the form, I can do that as long as I have paper to back it up. If I can use the Provost's e-mail, that would be all right. However, I'm inclined to think that it omits the step of Rice Hall checking the form to ensure that all responses are correctly recorded.

In addition, we still do not have the decision memo about Resolution 10/4, though it is standard procedure to provide it. It was promised by Amy Aldrich at least twice, (in May and again in July) and I don't have it. I believe we have oral assurances to Art and to you that this amendment to the Faculty Code was adopted "as is" by the Board, but it would be best to stick with the SOP so that down the road, when someone (like the OGC) asks the Senate Office to provide a record tracking changes to the Faculty Code, we can provide a ready and accurate answer.

Do please let me know how we should proceed.

As it is I have promised Dianne Martin the Faculty Code with all amendments for new faculty by August 15. This will include the language we have been assured verbally was approved by the Board. It makes me uneasy, not to mention the slim possibility that some small change has been made that would require redoing the amendments.

It would please me very much if someone would just fax over that decision memo to me at 4-1523, and then somebody can decide who fills in the form.

This is long-winded but it's good to have the procedure and the reasons for it on record.
Pls. advise.

Sue

- Show quoted text -

Quick Reply

● **To:** castle@gwu.edu
● **To all:** castle@gwu.edu, lsbc <lsbc@gwu.edu>

More Reply Options

Save Draft **Include quoted text with reply**

[« Back to Search results](#)

More Actions...

Go

« Newer 15 of 44 Older »

RESOLUTIONS 2010-11 SESSION

Date of Meeting	Title of Resolution	Action	Response of Administration	
10/1	5-12-10 Special Meeting	A Resolution Presenting Recommendations on the Proposal For a New School of Nursing (10/1)	Adopted May 12, 2010	Forwarded immediately to the Administration; approved by the Board of Trustees May 14, 2010 with decision memorandum (now appended to the Resolution)
10/2	5-14-10	A Resolution on Faculty and Staff Compensation Increases and Compensation Policy (10/2)	Adopted May 14, 2010	The Resolution was discussed with members of the Board's Finance Committee. The Committee concluded that a three percent increase was consistent with prevailing economic and market conditions.
10/3	10-8-10	A Resolution Requesting Additional Information on the Budgetary and Financial Implications of the Proposed Science and Engineering Complex (10/3)	Adopted as amended October 8, 2010	The Administration will provide the requested additional information to the Faculty Senate.
10/4	4-8-11	A Resolution to Clarify the Procedures Governing Awards of Emeritus Status to Retiring Faculty	Adopted April 8, 2011	Forwarded immediately to the Administration. Recommendation accepted; presented to the Board of Trustees Academic Affairs Committee at the May 2011 meeting by Professor Wilmarth. Approved by the Board of Trustees May 13, 2011.

**A RESOLUTION PRESENTING RECOMMENDATIONS ON THE PROPOSAL FOR
A NEW SCHOOL OF NURSING (10/1)**

WHEREAS, a proposal to establish a new School of Nursing was presented to the Faculty Senate on April 13, 2010, and was amended on April 16, 2010;

WHEREAS, Article IX.A of the *Faculty Code* provides that:

“The Faculty Senate or an appropriate committee thereof is entitled to an opportunity to make recommendations on proposals concerning the creation, consolidation, or elimination of schools or other major components of the University.”

WHEREAS, the Faculty Senate Executive Committee appointed the Faculty Senate Special Committee on the Proposed School of Nursing (the “Special Committee”) to review and evaluate the proposal to establish a new School of Nursing;

WHEREAS, the Special Committee prepared a report dated May 3, 2010 (the “Special Committee Report”), a copy of which is attached to this Resolution as Appendix A, which described the Special Committee’s evaluation of the proposal and presented the Special Committee’s recommendations for further action;

WHEREAS, for the reasons explained in the Special Committee Report, the Special Committee concluded that the proposal presented a persuasive case for the concept of a School of Nursing but did not sufficiently address a number of significant concerns set forth in the Special Committee Report;

WHEREAS, on May 10, 2010, the leadership of the proposed School of Nursing met with the Special Committee and provided additional information in an effort to address the concerns expressed in the Special Committee Report; **NOW,**
THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

1. That the Faculty Senate supports the establishment of a School of Nursing, conditional upon the following understandings:
 - (a) At least three tenured faculty members who are not academic administrative officials shall be appointed to the faculty of the School of Nursing by August 31, 2011;
 - (b) At least 75% of the regular, active-status faculty of the School of Nursing shall hold tenured or tenure-accruing appointments by August 31, 2014; and
 - (c) By August 31, 2010, the Dean of the School of Nursing shall submit a supplemental memorandum to the Faculty Senate Special Committee on the Proposed School of Nursing, and that memorandum shall address in

sufficient detail the remaining concerns specified in the Special Committee Report dated May 3, 2010; attached to this Resolution as Appendix A.

2. That the Faculty Senate's support for the School of Nursing expressed in this Resolution is contingent upon final approval of the amendment to the asterisked footnote on page 18 of the Faculty Code proposed in Resolution 09/3, adopted by the Faculty Senate on March 12, 2010, so that said footnote will not apply to the School of Nursing.

Special Committee on the Proposed School of Nursing

Professor Edward J. Cherian, Chair

Professor Brian L. Biles

Professor Gary L. Simon

Professor Arthur E. Wilmarth, Jr.

Professor Philip W. Wirtz

May 10, 2010

Adopted May 12, 2010

APPENDIX A

The George Washington University Faculty Senate

Report of the Special Senate Committee Regarding the Proposed School of Nursing

May 3, 2010

To: Michael S. Castleberry, Chair
Faculty Senate Executive Committee

Re: Review of the Proposal for a School of Nursing

The April 13, 2010 proposal for a School of Nursing (as amended by 3 pages and supplemental information received on April 16, 2010) has been reviewed on an expedited basis by the members of the Special Committee, working both independently and in two meetings during the past 14 business days.

The proposal contains a great deal of information which responds to that requested in Appendix A of the Senate Resolution of April 9 concerning the proposed School of Nursing. The proposal presents a persuasive case for the concept of a School of Nursing. However the Special Committee has identified several major concerns that have not been sufficiently addressed in order to ensure the successful formation and operation of an independent School of Nursing outside the School of Medicine and Health Sciences.

- 1) The proposed School of Nursing should have a core of tenured faculty (in addition to the Dean and Senior Associate Dean) in order to have the requisite academic stature to be able to attract additional highly qualified faculty, to perform faculty appointment, promotion and tenure (APT) functions and decisions, and to establish Faculty Senate representation.
- 2) The School of Nursing should be in full compliance with the University's Faculty Code including compliance with the following requirements:
 - at least 75% of the School's regular active-status faculty must be tenured or tenure-track faculty;
 - APT committee composition, independence and process;
 - search committee composition and process for searches for faculty and academic administrators;
 - curriculum development process.
- 3) The standards for student admissions to the various degree programs should be consistent with other GW established programs, and clearly specified.
- 4) The proposed School's stated goal of achieving top 25 academic status (US News and World Report) should be fully described and the academic rigor and standards in

APPENDIX A

admission, instruction and degree qualifications for students should be specified. In addition aspiration schools and competitive schools should be identified.

- 5) The School should be a financially self-sustaining unit, including costs of admissions, fiscal management, instructional design, student services, learning systems & support, and career development and placement. The School should be able to fully cover its direct costs and also to make substantial indirect cost contributions toward the University's overhead. Funding sources to accomplish this requirement of financial independence should be fully identified including; endowment, tuition, University contributions, donor contributions and other sources. Proposed scholarships and tuition discount rates should be specified and data (including market studies) to support projected enrollments should be provided.
- 6) The proposed School plans to occupy space at the Virginia Science and Technology Campus (STC) for some 55% of their space needs and the Foggy Bottom campus for 45% of their space needs. Enrollment, faculty and staff head count growth proposed for the School at the Foggy Bottom campus would place added strain on the University's ability to comply with the DC BZA order limits, and should be justified as being consistent with the University's overall campus development plan. Development and future growth of the proposed School should be primarily directed at the Virginia STC.
- 7) A senior Board of Advisors, totally independent of business connections with the leadership of the Department of Nursing and the Medical Center, is a necessary asset for successful School formation.
- 8) Letters of intent from INOVA Fairfax Hospital System and from other partner hospitals indicating their intent to participate with the School for student rotations and clinical experiences are needed in order to demonstrate the viability of the proposed School's instructional and business plans.
- 9) The proposal for the School of Nursing identifies a potential governance conflict in the duality of the Medical Center Faculty Senate and the University Faculty Senate. It is essential that this conflict be resolved and the proposed School of Nursing should affirm that it participates in shared governance of the University through the University Faculty Senate.

The formation of an independent School of Nursing operating outside the School of Medicine and Health Sciences should be predicated and conditioned upon achievement of the following benchmarks related to the above concerns:

- 1) A minimum of three tenured professors (exclusive of the Dean and Senior Associate Dean) should be part of the regular active status faculty of the School.

APPENDIX A

- 2) The School's faculty composition, APT criteria and process, search committee composition and process for academic administrators, and curriculum development process should be in full compliance with the University Faculty Code.
- 3) Detailed descriptions of student admissions standards should be available for review.
- 4) A detailed plan, including timeline, for achieving the School's stated goal of top 25 academic status (US News & World Report), describing aspiration and competitive schools, should be available for review.
- 5) The School should demonstrate its financial independence (including its ability to cover all direct costs of essential School functions and to make substantial indirect cost contributions toward the University overhead) based on sources of revenue and funding details in its financial and operational plans; if the School cannot yet achieve full financial independence, its financial and operating plans should describe in detail the amounts, sources and duration of needed University subsidies until full financial independence is achieved and a credible timeline for achieving such independence.
- 6) The essential primary functions of the school including faculty, staff and students should be established at the Virginia STC and any proposal to locate School programs at the Foggy Bottom campus must demonstrate compliance with the University's campus plan and DC BZA limits on faculty, student and staff headcounts.
- 7) Activation of a fully independent Board of Advisors.
- 8) Receipt of letter(s) of intent from INOVA Fairfax Hospital System and other partner hospitals, indicating their commitment to participate with the School for student rotations and clinical experiences.
- 9) Resolution of the potential conflict in governance by affirming that the School participates in shared governance through the University Faculty Senate.

Until all of the foregoing benchmarks are satisfied as determined by a subsequent review by the Faculty Senate, the Special Committee recommends that the proposed School of Nursing should operate as a school within the School of Medicine and Health Sciences.

Edward J. Cherian, Chair

Committee Members:
Brian Biles,
Gary Simon
Arthur Wilmarth
Philip Wirtz

DECISION MEMORANDUM – Proposed School of Nursing
May 2010

Decision to be Made:

Establish a School of Nursing at the Virginia Science and Technology Campus, effective 1 July 2010. The school shall be launched and fully operational 1 July 2011.

Recommendation of the Academic Affairs Committee:

Approve the proposal to establish the School of Nursing as outlined in “Proposal for a School of Nursing,” May 2010

Special Issues Addressed by the Academic Affairs Committee:

It is understood that:

- 1) At least three tenured faculty members who are not academic administrative officials shall be appointed to the faculty of the School of Nursing by August 31, 2011; and
- 2) At least 75% of the regular, active-status faculty of the School of Nursing shall hold tenured or tenure-accruing positions by August 31, 2014; and
- 3) By August 31, 2010, the founding Dean of the School of Nursing shall address those questions remaining from the Faculty Senate Committee on the Proposal for a New School of Nursing.

In addressing item 1, above, the Vice President for Health Affairs has committed to the funding of four tenured faculty lines in the School of Nursing for FY2012.

Background:

GW’s BS in nursing program, located at the Virginia Science and Technology Campus (VSTC), has been extremely successful. For the Fall 2010 semester, the program received 400 applications for 40 open seats. This success, and the national shortage of nurses, make this a propitious time to launch a School of Nursing. A full-fledged school, in contrast to a program, will enable GW to attract top-flight faculty members and increase the number of tenured and tenure-accruing faculty members teaching nursing.

Senior Associate Dean Jean Johnson of the School of Medicine and Health Sciences, and Dr. Ellen Dawson, RN, chair of GW’s department of nursing, have developed a detailed proposal, business plan, and SWOT analysis. The proposal states that the School’s mission is to “develop nursing leaders who will actively engage in promoting health and well-being at local, national, and global levels.” The overall goal is to be a leader in both education and research and, within eight years, to move the school into the top 25 schools of nursing as rated by U.S. News and World Report.

Market data derived from national and regional workforce projections and from GW’s experience in attracting applicants supports the sustainability of the School. Applications to the BSN program increased from 79 in 2009 to 437 in 2010.

The School will be primarily located at VSTC, with a continued presence on the Foggy Bottom Campus to support nursing students integrated with the medical and physician assistant programs in Foggy Bottom.

Fiscal Impact of Proposed Action:

Analysis shows minimal financial effect in separating nursing from health sciences.

DECISION OF THE FULL BOARD OF TRUSTEES:

(Circle One): Approved Disapproved Deferred Withdrawn

(Circle One): With Discussion Without Discussion

Date: 14 May 2010 _____

**A RESOLUTION ON FACULTY AND STAFF COMPENSATION INCREASES AND
COMPENSATION POLICY (10/2)**

WHEREAS, due to prudent and sound financial decisions, the University is in a strong financial position, as evidenced by the accumulation of reserves in excess of \$250 million and excellent credit ratings from S&P and Moody's; and

WHEREAS, the University administration and the Board of Trustees have noted that the current relative financial strength of the University presents an opportunity for The George Washington University to improve its position relative to that of other market-basket schools; and

WHEREAS, for Fiscal Year 2010 the University administration and the Board of Trustees were able to continue the past policy of providing for a 4% merit salary pool for faculty and staff while maintaining a balanced budget, and

WHEREAS, the quality of education and life at the University is inextricably linked to the quality of the faculty and staff which form its core, and compensation policy is crucial to maintaining that quality, and allowing the University to improve its ability to continue to compete for the best available faculty and staff; and

WHEREAS, the Board of Trustees is in the process of developing the University budget for Fiscal Year 2010-2011; and

WHEREAS, current budget projections indicate that the University's financial position for Fiscal Year 2011 will continue to be strong, **NOW, THEREFORE**,

**BE IT RESOLVED BY THE FACULTY SENATE OF
THE GEORGE WASHINGTON UNIVERSITY**

1. That the Faculty Senate commends the University administration and the Board of Trustees for the decision to continue the past policy of providing for a 4% merit pool in the budget for Fiscal Year 2010; and
2. that the Faculty Senate strongly urges the University administration and the Board of Trustees to stay the course by providing for a 4% merit pool in the budget for Fiscal Year 2011, subject to the University continuing to maintain its strong current financial position.

Committee on Fiscal Planning and Budgeting

April 20, 2010

Adopted May 14, 2010

SAFETY IN THE WORKPLACE: THE NEED FOR A CULTURE OF SAFETY

Safety is a critical concern for all organizations, and the focus of safety management systems and culture is to ensure the protection of employees and the prevention of harm in the workplace.

Safety culture is the set of shared values, beliefs, and behaviors that are reflected in how employees and management approach safety in the workplace. It is a key element of a successful safety management system, and it is essential for the prevention of accidents and injuries.

Safety culture is influenced by a variety of factors, including the leadership of the organization, the level of commitment to safety, and the way safety is communicated and integrated into daily operations.

Leadership is a critical factor in establishing a safety culture, as it is the responsibility of management to demonstrate a commitment to safety and to provide the resources and support needed to implement effective safety programs.

Communication is also important in establishing a safety culture, as it is through communication that safety values and behaviors are shared and reinforced.

Training and education are also critical in establishing a safety culture, as they provide employees with the knowledge and skills needed to identify and prevent hazards.

SAFETY IN THE WORKPLACE: THE NEED FOR A CULTURE OF SAFETY

Safety culture is the set of shared values, beliefs, and behaviors that are reflected in how employees and management approach safety in the workplace. It is a key element of a successful safety management system, and it is essential for the prevention of accidents and injuries.

Safety culture is influenced by a variety of factors, including the leadership of the organization, the level of commitment to safety, and the way safety is communicated and integrated into daily operations.

Leadership is a critical factor in establishing a safety culture, as it is the responsibility of management to demonstrate a commitment to safety and to provide the resources and support needed to implement effective safety programs.

Communication is also important in establishing a safety culture, as it is through communication that safety values and behaviors are shared and reinforced.

Training and education are also critical in establishing a safety culture, as they provide employees with the knowledge and skills needed to identify and prevent hazards.

Background Statement on the Faculty Senate Resolution 10/2 on Faculty Compensation Increases and Compensation Policy

The quality of faculty and staff is an essential ingredient in the University's aspiration to move to the next level among institutions of higher education. It is laudable that the Board of Trustees and Administration decided to continue the recent policy of providing for a 4% faculty and staff merit pool for 2010.

There are, however, indications that consideration is being given to providing for a merit pool of 3% instead of 4% in the next university budget. Possible reasons for doing so might include: (1) Many other colleges and universities have either frozen salaries, or reduced them so that the higher annual increase of 4% is not needed to keep the University competitive; and (2) it is prudent in uncertain financial times for the University to budget for more modest increases in faculty and staff compensation.

The counter arguments for "staying the course" as recommended in the resolution are as follows.

1. It is certainly true that many other universities have had to freeze or reduce faculty and staff compensation for financial reasons. At such institutions, these actions have also been accompanied by austerity in other areas, such as plans for expansion of programs, construction of new buildings, etc. However, as the Resolution notes, thanks to prudent financial management, The George Washington University does not find itself in such circumstances. Indeed the Administration has stated several times that the current relatively strong financial position of the University offers a somewhat unique opportunity for the University to move forward relative to its competition.

This argument applies to faculty and staff salaries as well to other parts of the University budget. In commenting on GWU faculty salaries relative to its market basket the Middle States Accreditation report (Chapter 4) notes that while considerable progress has been made in improving average faculty compensation at the University compared to other similar universities nationally, progress has been considerably slower in making the University truly competitive compared with its market basket

In a fiercely competitive environment, one must be willing to do all one can, and more, to come out on top. It is not clear that GW is in fact doing all it can and more or that it is progressing more rapidly than its competition.

The attached spreadsheet of GWU faculty salaries compared with its market basket shows that in 2010, some improvement was achieved as a result of GWU providing for a 4% merit pool compared with raises offered at other market-basket institutions; but there was clearly room to do even better. The third panel of the spreadsheet shows what might happen if (a) GWU were to stay the course for 2011, and (b) the market basket schools behaved in 2011 as they did in 2010. This simple back-of-the-envelope exercise shows that there would be continued improvement in the University's competitive standing, and hence its ability to compete for the very best faculty.

2. Concern about the financial capacity of the University to stay the course is of course always relevant. The Resolution provides for this concern in the resolving clause. What is known at this point is that the University's financial performance for fiscal year 2009-2010 was extremely positive, and preliminary indications are that enrollments (a key variable) for 2010-2011 remain strong.

Submitted: May 7, 2010

Joseph Cordes

Chair, Faculty Senate Committee on Fiscal Planning and Budgeting

AAUP Faculty Average Salaries GWU vs. BWU Market Basket Schools
2008-2009, 2009-2010, and Projected 2010-2011

	AAUP 2009-2010			AAUP 2008-2009			Percent Chng. 2009/10 vs. 2008/09			"Projected Avg. AAUP Salaries for 2010-2011"**		
	Full	Associate	Asst	Full	Associate	Asst	Full	Associate	Asst	Full	Associate	Asst
American University	\$146.5	\$96.4	\$67.2	\$142.9	\$92.6	\$67.6	2.5%	4.1%	-0.6%	\$150.2	\$100.4	\$66.8
Boston University	\$140.6	\$95.5	\$82.1	\$135.7	\$91.2	\$76.4	3.6%	4.7%	7.5%	\$145.7	\$100.0	\$88.2
Duke	\$160.8	\$102.6	\$89.8	\$161.2	\$107.3	\$89.5	-0.2%	-4.4%	0.3%	\$160.4	\$98.1	\$90.1
Emory University	\$154.8	\$99.4	\$83.4	\$153.4	\$100.5	\$84.1	0.9%	-1.1%	-0.8%	\$156.2	\$98.3	\$82.7
George Washington University	\$142.9	\$98.6	\$81.0	\$134.7	\$97.0	\$78.7	6.1%	1.6%	2.9%	\$151.6	\$100.2	\$83.4
Georgetown University	\$155.5	\$100.7	\$83.6	\$155.9	\$101.0	\$80.5	-0.3%	-0.3%	3.9%	\$155.1	\$100.4	\$86.8
New York University	\$171.1	\$101.5	\$92.7	\$170.7	\$103.7	\$93.5	0.2%	-2.1%	-0.9%	\$171.5	\$99.3	\$91.9
Northwestern University	\$166.3	\$106.9	\$95.3	\$161.8	\$105.3	\$93.5	2.8%	1.5%	1.9%	\$170.9	\$108.5	\$97.1
Southern Methodist University	\$133.4	\$89.9	\$84.4	\$127.5	\$88.8	\$84.2	4.6%	1.2%	0.2%	\$139.6	\$91.0	\$84.6
Tufts University	\$127.2	\$95.3	\$75.7	\$128.0	\$95.3	\$75.8	-0.6%	0.0%	-0.1%	\$126.4	\$95.3	\$75.6
Tulane University	\$128.0	\$84.0	\$67.8	\$125.9	\$83.4	\$65.2	1.7%	0.7%	4.0%	\$130.1	\$84.6	\$70.5
University of Miami	\$132.5	\$86.9	\$79.1	\$132.8	\$86.2	\$79.5	-0.2%	0.8%	-0.5%	\$132.2	\$87.6	\$78.7
University of Southern California	\$145.8	\$98.6	\$89.6	\$145.0	\$95.8	\$86.7	0.6%	2.9%	3.3%	\$146.6	\$101.5	\$92.6
Vanderbilt University	\$145.1	\$93.1	\$73.1	\$145.9	\$93.5	\$72.5	-0.5%	-0.4%	0.8%	\$144.3	\$92.7	\$73.7
Washington University	\$160.7	\$97.1	\$85.4	\$159.3	\$96.5	\$85.0	0.9%	0.6%	0.5%	\$162.1	\$97.7	\$85.8
Market Basket Median	\$145.8	\$97.1	\$83.4	\$145.0	\$95.8	\$80.5	0.9%	0.7%	0.5%	\$150.2	\$98.3	\$84.6
GWU Ranking	10	6	10	11	6	10	1	4	5	7	5	9

Projected average AAUP salary for 2010-2011 arrived at by applying the percentage changes in average salaries for 2010 to the AAUP averages for 2010

**A RESOLUTION TO REQUEST REQUESTING ADDITIONAL INFORMATION
ON THE BUDGETARY AND FINANCIAL IMPLICATIONS OF
THE PROPOSED SCIENCE AND ENGINEERING COMPLEX (10/3)**

WHEREAS, the Administration has announced plans to build a Science and Engineering Complex (“SEC”) building, which is expected to include offices, classrooms and laboratory space for the School of Engineering and Applied Sciences and the science departments of the Columbian College of Arts and Sciences, with a gross capacity of 480,000 square feet and a projected initial construction cost of \$275 million; and

WHEREAS, the description initially provided by the Administration with respect to the projected initial construction cost of the SEC building does not include: (1) the complete costs of construction, including costs associated with replacing the parking that is currently located on the site of the proposed SEC; (2) the future costs of “building out” unfinished floors, and (3) annual costs of operating and staffing the SEC; and

WHEREAS, the sources of funding for the SEC building have recently been described to the Faculty Senate in a letter from Provost Lerman and Executive Vice President and Treasurer Katz to the Faculty Senate as:

- (1) The annual endowment payout from the Square 54 ground lease of \$9 million per year to support debt service payments of approximately \$150 million;
- (2) Additional support from a combination of:
 - (a) Fundraising for philanthropic contributions of up to \$100 million; and
 - (b) Additional research activity that will produce new Federal funded project indirect cost recoveries of \$9 million per year that will support debt-service payments for debt of nearly \$150 million; and

WHEREAS, the projected \$100 million of philanthropic contributions represents a larger sum than the University has ever raised in contributions dedicated to a specific building in the past; and

WHEREAS, the sources of additional debt-service related indirect cost recoveries of \$9 million per year would require an increase in Federally funded research of over \$30 million per year and would require 60 or more new senior faculty researchers, more than the University has ever recruited for a single academic area; and

WHEREAS, the Administration and the University's faculty have articulated specific ambitious goals, as described in the University Strategic Plan and the report to the Middle States Accrediting Commission, to increase the scope and quality of education and faculty in many Schools and departments of the University in addition to engineering and science, and the initiatives to achieve those goals will require new support of millions of dollars a year; and

WHEREAS, Article IX.A of the *Faculty Code* provides that:

“The regular, active-status faculty shares with the officers of administration the responsibility for effective operation of the departments and schools and the University as a whole.

“In the exercise of this responsibility, the regular, active-status faculty . . . participates in the formulation of policy and planning decisions affecting the quality of education and life at the University. . . .”; and

WHEREAS, Article IX.B of the *Faculty Code* further provides that:

“The faculty cannot perform an effective and responsible role in University decision making without the cooperation of the administrative officers of the University. This cooperation includes the provision of such information as is necessary to the development of sound, well-informed recommendations.

“Faculty bodies charged with responsibilities for particular policy and planning areas are entitled, to the extent feasible, to be informed sufficiently in advance of important decisions within their areas of competence to be able to provide their advice or recommendations to the appropriate University officials.”; and

WHEREAS, Article III, Section 1 of the *Faculty Organization Plan* provides that:

“The Faculty Senate, on behalf of the Faculty, shall, with respect to matters that are of concern to more than one college, school, or division, or to the Faculty:

- (1) Formulate principles and objectives and find facts, so as to recommend policies to the President; . . .
- (2) [O]n its own initiative – consider any matters of concern or interest to more than one college, school, or division, or to the Faculty, and make its recommendations or otherwise express its opinion with respect thereto, to the Assembly, the President, or through the President to the Board of Trustees. . . .”; and

WHEREAS, the Administration has informed the Faculty Senate that it intends to request final approval for the construction of the SEC building from the Board of Trustees in October 2010;

NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That, if there is a University commitment to construct the SEC building, the Administration provide for continued, frequent, regularly scheduled reports to the Faculty Senate and meetings with a Special Committee of the Senate on the financial and budgetary impact of the SEC building including:

- (1) The direct costs of construction, as well as related costs associated with furnishing, operating and staffing the SEC building, together with the replacement costs of parking facilities;
- (2) The status of fundraising for philanthropic contributions to meet the goal of \$100 million; and
- (3) The status of additional Federally funded research activity that will produce new debt-service related cost recoveries of \$9 million per year; and
- (4) Any other options or plans under consideration to finance the direct and related costs of the SEC building.
- (5) A risk and contingency analysis for funding the construction and operating costs of the SEC building, including an explanation in detail of how potential future shortfalls in sponsored research revenue or philanthropic contributions or potential increases in costs will be funded.

Faculty Senate Committee on Fiscal Planning and Budgeting
September 28, 2010

Adopted as amended, October 8, 2010

Subject: Re: Senate Resolution 10-3
From: Amy Aldrich <aaldrich@gwu.edu>
Date: Sat, 09 Oct 2010 08:50:13 -0400
To: Susan Campbell <lsbc@gwu.edu>

Thanks, Sue. Amy

----- Original Message -----

From: Susan Campbell <lsbc@gwu.edu>
Date: Friday, October 8, 2010 6:55 pm
Subject: Senate Resolution 10-3
To: aaldrich <" aaldrich" @gwu.edu>
Cc: Keely Walston <kwalston@gwu.edu>, Steven Lerman <Lerman@gwu.edu>, porter@gwu.edu, Faye Roberts <faerbts@gwise.gwu.edu>, "Michael S. Castleberry" <castle@gwu.edu>, "Joseph J. Cordes" <cordes@gwu.edu>, Theodore Barnhill <barnhill@gwu.edu>, "A.Wilmarth" <awilmarth@law.gwu.edu>

Dear Amy:

I am forwarding the above-styled Resolution which was adopted today, October 8, 2010 as amended. As I will be out on Monday, I want to be sure that you have it in hand as well ahead of the Academic

Affairs Committee/Board meetings as possible in the event you need it.

The Resolution requires no formal action by the Board and will probably be handled as are other Resolutions through administrative processes at the Provost/President level, in due course.

I imagine that Professor Castleberry will be reporting on this at Thursday's meeting.
So here it is, just in case,

Sue

cc: Many as listed, including Barbara Porter and Faye Roberts,
for President Knapp

[Mail](#) [Calendar](#) [more »](#)lsbc@email.gwu.edu | [Settings](#) | [Sign out](#)

You are currently viewing The George Washington University Mail in basic HTML. [Switch to standard view](#) | Set basic HTML as default view

GWemail

Amy

[Search Mail](#)[Search the Web](#)[Show search o](#)[Create a filter](#)[Compose Mail](#)[« Back to Search results](#)[More Actions...](#)[Newer 11 of 34 Older »](#)[Inbox \(2\)](#)[Collapse all](#)[Print](#)[New window](#)[Starred](#)[Sent Mail](#)[Drafts \(2\)](#)[All Mail](#)[Spam \(31\)](#)[Trash](#)[Contacts](#)[Labels](#)[Follow up](#)[Misc](#)[Priority](#)[Test](#)[Edit labels](#)

Decision Memo? [Inbox](#)

★ Susan Campbell <lsbc@gwu.edu>

Wed, Jul 6, 2011 at 4:36 PM

To: aaldrich <"aaldrich"@gwu.edu>

[Reply](#) | [Reply to all](#) | [Forward](#) | [Print](#) | [Delete](#) | [Show original](#)

Amy:

I understand that the Board of Trustees at their May meeting approved Senate Resolution 10/4, adopted April 8, 2011 by the Faculty Senate.

I do not seem to have received the customary decision memo concerning this Resolution and, as I am preparing the annual tabulation of Resolutions for the 2010-11 session for forwarding to the President and the Provost, would appreciate your sending this over so it can be included.

My fax # here is 4-1523, or a scan with an e-mail is just fine.

Thanks,

Sue

A.A did not respond to this at all. I had to go get it in August.

★ Amy Aldrich <aaldrich@gwise.gwu.edu>

Fri, Jul 8, 2011 at 7:34 AM

To: Susan Campbell <lsbc@gwu.edu>

[Reply](#) | [Reply to all](#) | [Forward](#) | [Print](#) | [Delete](#) | [Show original](#)

Sue,

I will be out of town for a few days. I'll send you the decision memo when I return. Thanks for calling this to my attention.

Amy

>>> Susan Campbell <lsbc@gwu.edu> 7/6/2011 4:36 PM >>>

- Show quoted text -

★ Linda Sue Campbell <lsbc@gwu.edu>

Fri, Jul 8, 2011 at 1:13 PM

Reply-To: lsbc@gwu.edu

To: Amy Aldrich <aaldrich@gwise.gwu.edu>

[Reply](#) | [Reply to all](#) | [Forward](#) | [Print](#) | [Delete](#) | [Show original](#)

Amy:

Super, TVM,

Best,
Sue

- Show quoted text -

Quick Reply

To: Amy Aldrich <aaldrich@gwise.gwu.edu>

[More Reply Options](#)

Include quoted text with reply

[« Back to Search results](#)

[More Actions...](#)

[« Newer 11 of 34 Older »](#)

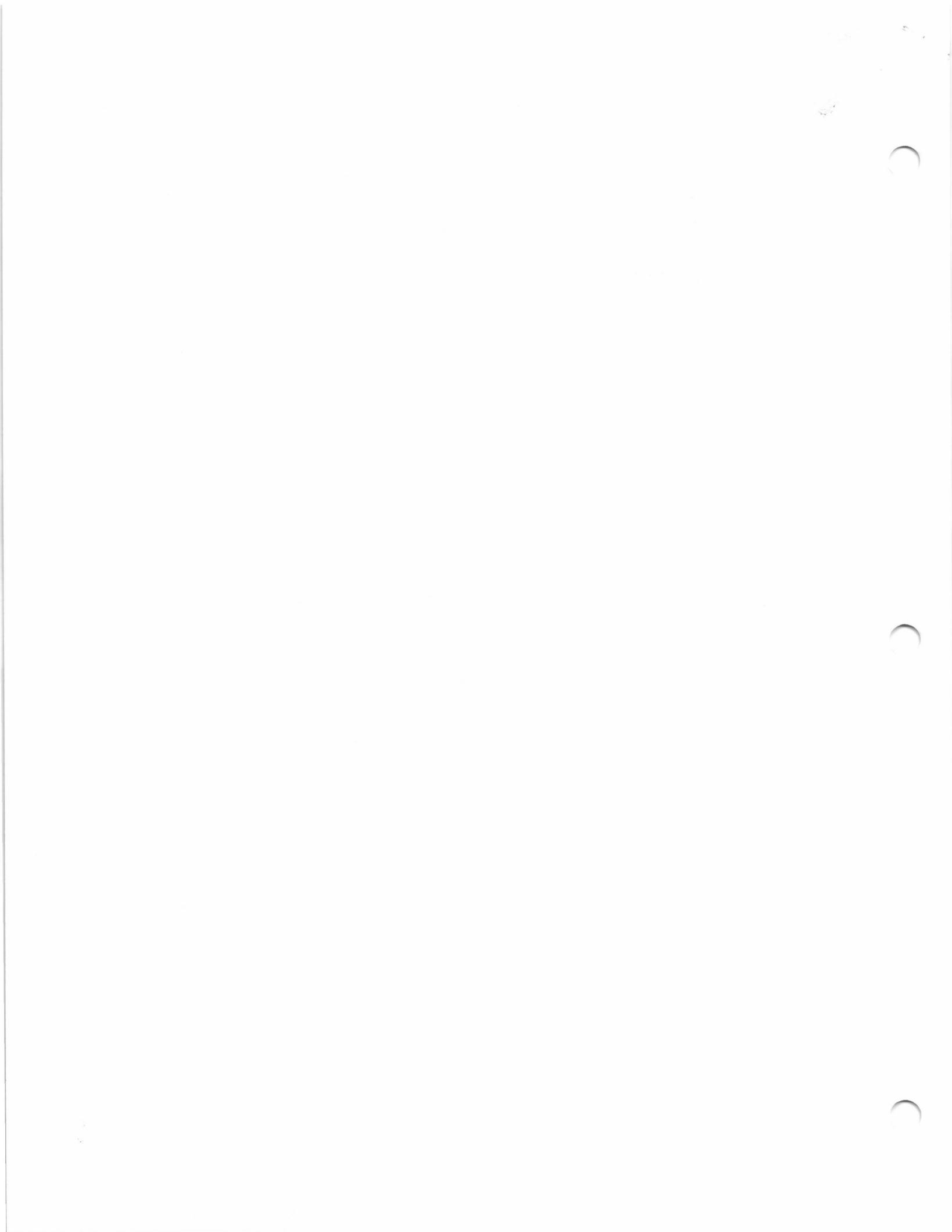
Use Google Desktop to access your The George Washington University Mail messages even when you're offline.

You are currently using 29 MB (0%) of your 25600 MB

Last account activity: 13 minutes ago at IP 128.164.239.193. [Details](#)

[The George Washington University Mail](#) view: standard | [basic HTML](#) [Learn more](#)

©2011 Google - [Terms of Service](#) - [Privacy Policy](#) - [Program Policies](#) - [Google Home](#)



Subject: Decision Memo?

From: Susan Campbell <lsbc@gwu.edu>

Date: Wed, 06 Jul 2011 15:36:36 -0500

To: " aaldrich" <" aaldrich"@gwu.edu>

BCC: Susan Campbell <lsbc@gwu.edu>

Amy:

I understand that the Board of Trustees at their May meeting approved Senate Resolution 10/4, adopted April 8, 2011 by the Faculty Senate.

I do not seem to have received the customary decision memo concerning this Resolution and, as I am preparing the annual tabulation of Resolutions for the 2010-11 session for forwarding to the President and the Provost, would appreciate your sending this over so it can be included.

My fax # here is 4-1523, or a scan with an e-mail is just fine.

Thanks,

Sue

Subject: Re: Senate Resolution 10/4
From: Amy Aldrich <aaldrich@gwise.gwu.edu>
Date: Wed, 13 Apr 2011 16:27:30 -0400
To: Susan Campbell <lsbc@gwu.edu>

I will keep you updated. Amy

>>> Susan Campbell <lsbc@gwu.edu> 4/13/2011 5:16 PM >>>
Most welcome. Do let me know what happens with
it,

Sue

Amy Aldrich wrote:

Thank you, Sue. Amy

>>> Susan Campbell <lsbc@gwu.edu> 4/13/2011 4:29 PM >>>
TO: President Knapp
Provost Lerman

The Faculty Senate Executive Committee has requested
that I forward for your consideration the attached Resolution (10/4)
adopted by the Faculty Senate at its meeting on April 8, 2011.

As this Resolution recommends changes to Article VII.B. of
the *Faculty Code*, it will ultimately need to be approved by
the Board of Trustees.

While Senate Resolutions are usually forwarded for Administrative
response in the summer months, with a Board meeting scheduled for
May, 2011, I was asked to forward 10-4 so that it can be acted
upon earlier by the Administration and the Board if that is
appropriate.

I would be happy to answer any questions you may have
about this procedure, and I am copying Professor Wilmarth,
Chair of the Professional Ethics and Academic Freedom Committee,
which initially adopted the Resolution and presented it to the Senate.
As you know, Professor Wilmarth is quite knowledgeable about the
Code, so I am sure that he would also be happy to answer any questions
that you may have.

Please advise the Senate Executive Committee Chair, Professor
Castleberry of the administrative response to this Resolution so

that he will be aware of where the process stands before the Board meets in May.

Thank you,

Sue Campbell, Coordinator
Faculty Senate Activities

cc: Barbara Porter, Gloria McGhee, and Faye Roberts, for President Knapp
Amy Aldrich and Beth Lee for Provost Lerman
Professor Castleberry, Chair, Senate Executive Committee
Professor Wilmarth, PEAF Committee Chair

**A RESOLUTION TO CLARIFY THE PROCEDURES GOVERNING AWARDS
OF EMERITUS STATUS TO RETIRING FACULTY (10/4)**

WHEREAS, the first sentence of Article VII.B. of the *Faculty Code* provides: "A member of the faculty with long and distinguished service to the University may, upon retirement, be awarded emeritus status"; and

WHEREAS, the second sentence of Article VII.B. provides: "Emeritus status is recommended by the regular, active-status members of the faculty concerned and, with the concurrence of the administration, is awarded by the Board of Trustees"; and

WHEREAS, Article VII.B. does not specify the procedures governing the presentation and consideration of faculty recommendations for awards of emeritus status; and

WHEREAS, faculty recommendations for awards of emeritus status have customarily been presented and considered in accordance with procedures followed in the relevant school(s) and/or department(s) for faculty appointments; and

WHEREAS, such recommendations, when accompanied by evidence of the recipients' long and distinguished service to the University, have typically been concurred in by the Administration and approved by the Board of Trustees; and

WHEREAS, the Faculty Senate and the Administration agree that the procedures governing the presentation and consideration of faculty recommendations for awards of emeritus status should be clarified;

WHEREAS, the Faculty Senate and the Administration also agree that future faculty recommendations for awards of emeritus status should be presented and considered in accordance with the procedures set forth in Part B of the *Procedures for the Implementation of the Faculty Code* governing recommendations for faculty appointments; **NOW THEREFORE**

**BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE
WASHINGTON UNIVERSITY:**

That the *Faculty Code* be amended by inserting the following new sentences after the second sentence of Article VII.B. thereof:

"Each faculty recommendation for an award of emeritus status shall be accompanied by evidence of the recipient's long and distinguished service to the University. Each such recommendation shall be presented and considered in accordance with the procedures set forth in Part B of the *Procedures for the Implementation of the Faculty Code* governing faculty recommendations for appointments."

Faculty Senate Committee on Professional Ethics and Academic Freedom
March 28, 2011
Adopted April 8, 2011

Then, the *affordance* approach, the third, focuses on the affordances of the environment, and the fourth, the *activity* approach, the fifth, the *ecological* approach.

The *affordance* approach is a theory of action and perception that emphasizes the relationship between the environment and the agent, and the affordances that are available to the agent.

The *affordance* approach is based on the idea that the environment is not just a collection of objects, but a source of opportunities for action, and that the agent's actions are shaped by the affordances of the environment.

The *affordance* approach is often used in the design of user interfaces, to create environments that are easy to use and that support the user's goals.

The *affordance* approach is also used in robotics, to create environments that are easy for the robot to navigate and that support the robot's goals.

The *affordance* approach is also used in the design of games, to create environments that are easy for the player to navigate and that support the player's goals.

The *affordance* approach is also used in the design of user interfaces, to create environments that are easy to use and that support the user's goals.

The *affordance* approach is also used in the design of user interfaces, to create environments that are easy to use and that support the user's goals.

THEORY AND PRACTICE OF AFFORDANCE DESIGN

The *affordance* approach is a theory of action and perception that emphasizes the relationship between the environment and the agent, and the affordances that are available to the agent.

The *affordance* approach is also used in the design of user interfaces, to create environments that are easy to use and that support the user's goals.

The *affordance* approach is also used in the design of user interfaces, to create environments that are easy to use and that support the user's goals.